

## ASSESSING THE EFFECT OF SOCIAL CAPITAL ON KNOWLEDGE TRANSFERENCE THROUGH ORGANIZATIONAL LEARNING REGARDING MODIFYING ROLE OF ATTRACTION CAPACITY (CASE STUDY: FOOD INDUSTRY COMPANIES OF RASHT CITY)

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**Abstract.** The goal of current research is considering effect of social capital on knowledge transfer through organizational learning regarding moderating role of absorptive capacity. Statistical society of current research is managers of food industry companies of Rasht city that 64 ones were chosen as final sample of research. Applied questionnaire for assessing variables include 28 items that its validity and reliability was approved by using structural equation indexes. For data analysis partial least square method were used. Result of consideration showed that model has proper fitting and observing variables have necessary reliability and validity. Also the result showed that structural capital and Relational capital play the role of mediating variable in relation between cognitive capital and exploitative learning. Also exploitative learning has mediating role in relation between structural and relational capital. Result showed that absorptive capacity moderate the relationship between explorative learning and knowledge transference.

**Keywords:** Social capital, Organizational learning, Absorptive capacity, Knowledge transfer, Partial least square

**Introduction.** Ability of using exploitative learning and explorative learning that are mentioned as the heart of productive companies are vital for growth of companies and organizations and utilization of market opportunities (Horng et al, 2016). Utilization of market opportunities points out the ability of achieving new information, following industrial knowledge, rapid response to the changing needs of customers and finally achieving best performance (Li et al, 2014). Previous studies in the area of utilization of opportunities often concentrate on innovative features in strategic viewpoint. Some researchers such as Guo et al. (2017) have claimed that utilizing opportunities by companies needs transferring effective knowledge and so these companies need networking, learning and resources to apply existing opportunities in the market and achieve better performance. This viewpoint shows importance of collecting intangible resources like social networks, organizational learning and knowledge management for successful benefit of market opportunities (Guo et al, 2017). Regarding existing problems for integrating and summarizing new information, companies may not have internal resources or necessary capacities for effective transferring of new information to knowledge. Therefore foreign resources lie explorative learning are often used as useful catalyzers for knowledge transference and helps development of capability of knowledge absorption of companies for changing new information to organizational knowledge (Abede & Angriawan, 2014).

In developing economies with features lie system of supporting incomplete market and accessing limited resources, organizational resources like financial support with public subsidies can't support productive companies sufficiently. Social networks can help these companies to conquered barriers and improve capabilities of their risk management (Gao et al, 2013). Also it increases possibility of fundamental innovation at production and identification of new opportunity and present dual knowledge advantage for two-way capabilities of companies (Heavey et al, 2015). Existing literature in this area is concentrated on three dimensions of social capital including cognitive capital, relationship capital and structural capital. Since these three dimensions have different functions and effects on improving values and capabilities of companies, they can have different effect on organizational learning. Also since customers' need is changing, companies tend to supervise changes of environment regularly to be able to benefit needs of customers and improve their competitive situation (Liu, 2018).

Companies should find correct direction for responding dynamic environment constantly. Existing literature shows that organizational learning is the main factor for responding changes of an environment and let's companies to have more effective knowledge and achieve opportunities of market (Werner et al, 2015). In area that there isn't channels of distributing clear knowledge or it hasn't been created completely and environed with lack of relative certainty and lack of sufficient resources is necessary for supporting growth and survival of companies so that companies update their learning capability constantly to be able to collect social capitals rapidly that this action can help knowledge transference effectively and improve their total performance (Chuang et al, 2016).

**The relation between dimensions of social capital.** The concept of social capital firstly was used for describing organizational resources and considering personal relation in the organization that both cases are useful tool for explaining belonging and social interaction of people in the area of a social phenomenon (Campopiano et al, 2016). Recent researches have extended this theory and have applied it for more extensive dimension of concept including collection of social resources and saving personal relation, strengthening structural and normative relation and on the degree of success of entrepreneur process (Liu, 2018). Tsai & Goshal (1998) stated that social capital can be assessed from some viewpoint. 1- structural dimension during which people access especial resources through structure of social interaction. 2- relational dimension that is a mechanism dominating networks and points out honesty and reliance of people that manifest in their relations. 3- cognitive dimension that includes common perception, shared codes and collective goals approach inside a social system (Tsai & Goshal, 1998). Previous studies have found that reciprocal perception and common codes of social interactions roots from changing information and communication (Bow et al, 2014). As staff and members of an organization share values and common goals with each other they will be closer to each other and will have more tendency for interaction and changing job experiences and will be more probability for enhancing knowledge and current skills in the organization (Li & Chang, 2016). Sharing common viewpoint while working let staff to be coordinated with each other more, share methods of solving new problems, improve speed of transferring information and create more personal capabilities in the organization (Carmeli et al, 2013). Also common values can encourage development reliance and strengthening honesty in interpersonal relation. Before creating a relation accompanied by reliance, two parties should have common goals and values. Common goals and values not only coordinate interest of people with each other, it causes unity of values of people with values of the organization (Kramer, 2011). By existence of common organizational values, staff tends to rely each other and share their valuable information with each other. Because they will not expect damage from each other and can share their creative skills for improving utilization of the company (Top et al, 2015). Regarding these studies first and second hypothesis of research are written as below:

**H1:** Structural capital plays mediating role in relation between cognitive capital and exploitative learning.

**H2:** Relational capital plays mediating role in relation between cognitive capital and exploitative learning.

**Relationship between dimensions of organizational learning.** In previous studies improving capabilities at exploitative learning and acquiring new information through explorative learning have been considered as two dimensions of organizational learning (Tallot & Hilliard, 2016). Structural and social capitals can affect acquiring, changing and collecting knowledge, responding company to unsecure environment and performance of parties. Recently different studies have integrated viewpoints of social capital and organizational learning to find how they can affect transferring knowledge of companies, access new resources of knowledge and competitive success of companies (Matinez-perez et al, 2016). Campopiano et al (2016) stated that increasing degree of interaction and reliance between members of network strengthens mutual relation and helps transferring knowledge to have more relaxed sense. These interactions and mutual reliance strengthens skills and capabilities of solving problems of members of an organization and encourages them for searching new knowledge. When two people start increasing social interaction and mutual reliance they have more tendency to sharing knowledge and working experience and will not be anxious for benefit of others and damaging their benefit. Therefore exploitative learning is resulted from exchanging people with each other or combining existing resources and increases identification and acquiring new knowledge (Kim et al, 2012). Therefore third and hypothesis of research are as below:

**H3:** Exploitative learning plays mediating role in relation between structural capital and explorative learning.

**H4:** Exploitative learning plays mediating role in relation between relational capital and explorative learning.

**The relation between explorative learning, absorptive capacity and knowledge transference.** Although researches point out show importance of exploitative learning, it should be mentioned that learning besides strengthening knowledge and skills helps staff to develop their creative skill and have higher utilization (Prieto-Pastor & Martin-perez, 2015). However while confronting dynamic environment acquiring knowledge outside the organizations vital. Sterbei et al.(2008) stated that process of organizational learning often includes updating existing skills and clarification and discussing other staff for increasing creative capabilities of the company. On the one hand, when staff has expensed their resources and attempts for improving personal creative skills, the speed of interaction and learning efficiency will increase (Lai et al, 2016). On the other hand it can be expected exploitative learning provides a basis for increasing explorative learning efficiency. Therefore it leads to transferring useful knowledge (Blindenbach-Driessen & Ende, 2014). On the other hand it can be expected exploitative learning provides an basis for increasing efficiency of explorative learning. Therefore it leads to transferring useful knowledge and improving innovation (Blindenbach-Driessen & Ende, 2014).

The goal of learning is letting an organization to develop capability of achieving identification, integration and utilization of acquired knowledge for improving internal skill and accepting changes of external environment. Without absorptive capacity companies can't benefit external knowledge for improve competitive advantage (Tzokas et al, 2015). This utilization includes a direction of constant supervision of environment to acquire external knowledge like information of industry and process of technology that enables organizations to make their knowledge more extensive. Although acquiring foreign knowledge is necessary for increasing innovative performance of companies and creating competitive advantage, knowledge capacity is very important in this field (Presutti et al, 2016). As companies don't have ability of summarizing and using foreign knowledge performance of product will not improve and new knowledge will not be produced. Absorptive capacity points out developing internal memory through which previous knowledge can condense new information in mind of people and people can remind them and distribute it (Peltokorpi, 2017). In this viewpoint absorptive capacity enables companies to understand speed of foreign information and attract and change the knowledge to competitive products effectively. Peace (2016) states that absorptive capacity facilitates application of foreign knowledge for innovation at companies. Briefly, theories and studies show that absorptive capacity helps companies to improve their performance in the field of knowledge transference (Liu, 2018). Therefore fifth and sixth hypothesis of research are as below:

**H5:** Explorative learning plays mediating role in relation between exploitative learning and knowledge transference.

**H6:** Absorptive capacity plays modifying role in relation between explorative learning and knowledge transference.

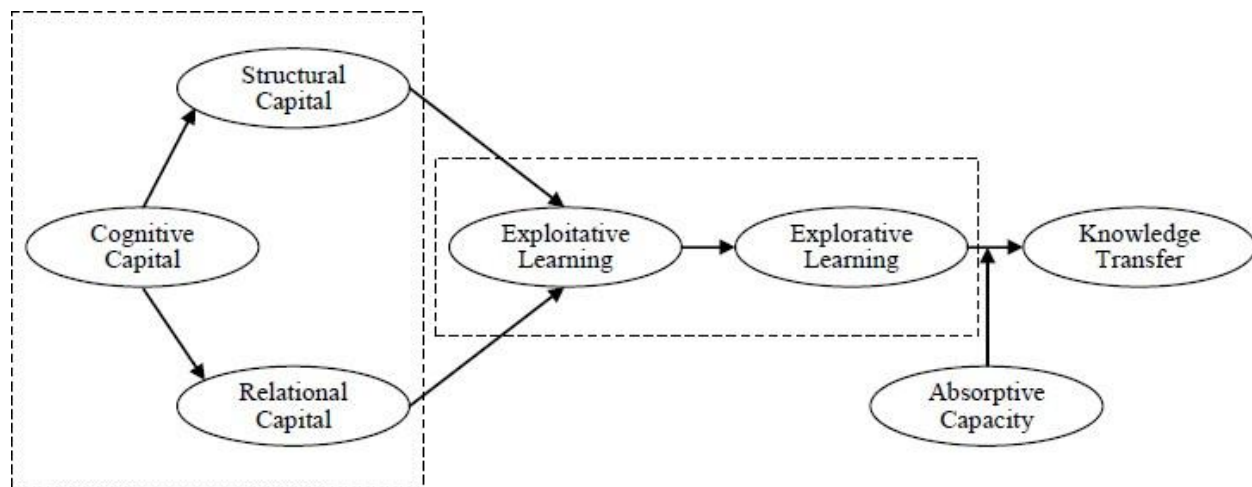


Figure 1: Conceptual framework of research (Liu, 2018)

**Methodology.** This research based on design is descriptive and based on goal it is applied one. Regarding classification of research based on goal we can count it as an applied research. Because by using a theoretic model we consider effect of variables of research. Regarding methods it is descriptive-surveying and correlation type and based on structural equation modeling. Statistical society of research is all companies active at food industries in Rasht city about 64 top managers of these companies have been assessed. In current research tool of questionnaire was used for data collection. Current questionnaire is taken from studies of Liu (2018) and includes 28 items. Therefore variable of cognitive capital by using scale of 3 questions of Kim et al(2013), variable of structural capital by using scale of 4 questions of Kim et al.(2013), variable of relational capital by using scale of 4 questions of Kim et al.(2013, exploitative learning by using scale of 5 questions of Kim et al.(2014), explorative learning by using scale of 4 questions of Lee et al.(2014), knowledge transference by using scale of 4 questions of Chen et al.(2009) absorptive capacity buy sing scale of 4 question of Leal Rodriguez et al.(2014) have been assessed. In this research for data analysis and testing research model and also written hypothesis structural equation modeling was benefited by using software of Smart PLS 2.

**Findings of research.** Research findings shows that regarding gender of people 92.2 percent of people of the sample are male and 7.8 percent are female. Also about the age of managers the highest frequency is between 4.-50 years old with 51. Percent, people over 50years old with 32 percent, people between 30-40 years old with 14.1 percent and people under 30 years old conform 1.5 percent. Table 1 has shown index of reliability of research variables that for variables of research they are located at acceptable slope and fitting of the model have been approved. As it is distinguished mean of varianceextracted for all three variables are higher than 0.5 and combined

reliability and Cronbach alpha coefficient are higher than 0.7. Therefore reliability of all variables of research are approved. Amount of determination coefficient shows that more than 53 percent of changes of the variable of knowledge transference in the model is predictable by organizational learning and social capital.

Table 1: Reliability indices of variables

	AVE	CR	R <sup>2</sup>	Alpha
Cognitive Capital	0.776901	0.912545		0.855794
Structural Capital	0.733783	0.916777	0.712919	0.878777
Relational Capital	0.718989	0.910923	0.543355	0.869407
Exploitative Learning	0.655995	0.904081	0.611006	0.864906
Explorative Learning	0.593541	0.852619	0.770018	0.766438
Knowledge Transfer	0.571065	0.772566	0.536782	0.782543
Absorptive Capacity	0.546773	0.745823		0.783657

In table 2 load factor of measurement model has been shown with Bronza model/ as it is distinguished all factor load have obtained amount higher than 0.5 and we can conclude that measurement models of research have been designed correctly and questions of questionnaire for assessing variable are proper.

Table 2: Loading factors of measurement indexes

	Loading Factor		Loading Factor
CC1	0.899014	EX4	0.660315
CC2	0.905731	EX5	0.848782
CC3	0.837930	ER1	0.644905
SC1	0.833605	ER2	0.828562
SC2	0.897324	ER3	0.830477
SC3	0.855226	ER4	0.762926
SC4	0.838828	KT1	0.827328
RC1	0.880624	KT2	0.805782
RC2	0.813210	KT3	0.552384
RC3	0.848721	KT4	0.495353
RC4	0.847832	AC1	0.594366
EX1	0.878591	AC2	0.784178
EX2	0.886084	AC3	0.844487
EX3	0.752638	AC4	0.525156

In table 3 and figure 2 direction coefficient and significant coefficient between variables have been shown. Also modifying role of absorptive capacity in relation with explorative learning and knowledge transference has been approved. As it is distinguished all hypothesis of research have been approved.

Table 3: Path coefficient between variables

Hypothesis	Path Coefficient	T	Indirect Effect	Result
CC $\longrightarrow$ SC $\longrightarrow$ EX	(0.844)(0.667)	(35.241)(6.104)	0.563	Approved
CC $\longrightarrow$ RC $\longrightarrow$ EX	(0.737)(0.231)	(20.712)(2.090)	0.170	Approved
SC $\longrightarrow$ EX $\longrightarrow$ ER	(0.667)(0.878)	(6.104)(42.224)	0.586	Approved
RC $\longrightarrow$ EX $\longrightarrow$ ER	(0.231)(0.878)	(2.090)(42.224)	0.203	Approved
EX $\longrightarrow$ ER $\longrightarrow$ KT	(0.878)(0.501)	(42.224)(2.331)	0.440	Approved
AC*ER $\longrightarrow$ KT	0.275	2.108	-	Approved

In figure 2 and 3 path coefficients and T statistic between variables of research and also factor loading for assessing relation between indexes with latent variables are observed. Also in structural model it is distinguished that exploitative learning has had the highest effect on explorative learning.

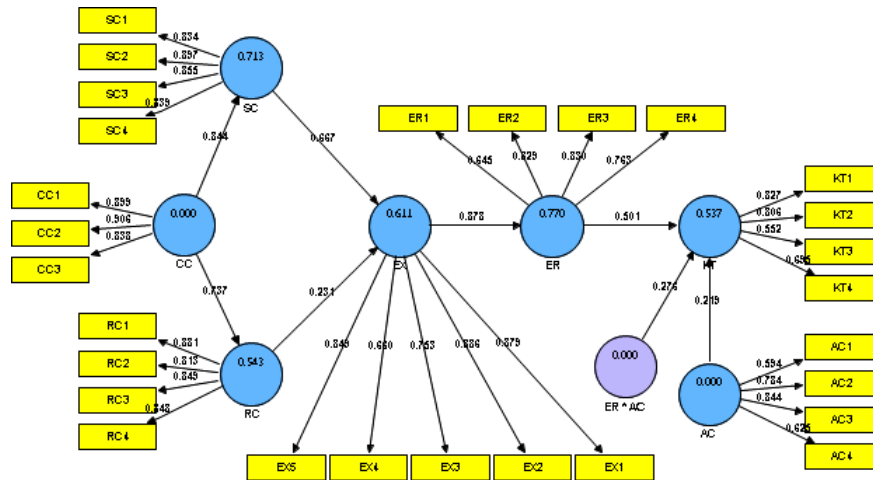


Figure 2: Model in path coefficient mode

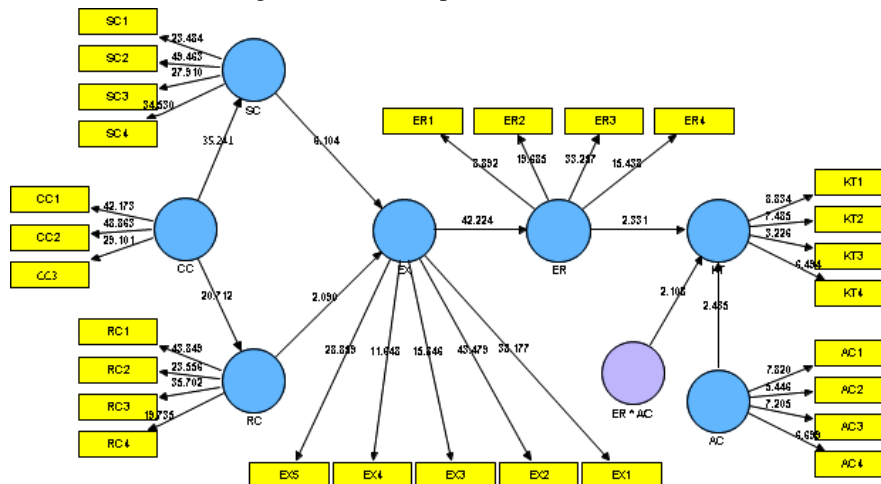


Figure 3: Model in t coefficient mode

**Conclusion and discussion.** Result of partial least square molding showed that amount of significance between cognitive capital and structural capital and also significance coefficient between variables of structural capital and exploitative capital are 35.241 and 6.104. Therefore we can conclude that structural capital plays mediating role in this relation. Degree of indirect effect of cognitive capital on exploitative learning through structural capital is 0.563. Also amount of significance coefficient between cognitive capital and relational capital and also significance coefficient between variables of relational capital and exploitative learning is 20.712 and 2.090. therefore we can conclude that relational capital plays mediating role in this relation. Degree of indirect effect of cognitive capital on exploitative learning through relational capital is 0.170. Also amount of significance coefficient between variables of structural capital and exploitative learning and also significance coefficient between variables of exploitative learning and explorative learning is 6.104 and 42.224. Therefore we can conclude that exploitative learning in this relation plays mediating role. Degree of indirect effect of structural capital on explorative capital through exploitative learning is 0.586. also amount of significance coefficient between relational capital and exploitative learning and also significance coefficient between variables of exploitative learning and explorative learning is 2.090 and 42.224 therefore it can be concluded that exploitative learning plays mediating role in this relation. Degree of indirect effect of relational capital on explorative learning through exploitative learning is 0.203. Also amount of significantcoefficient between variables of exploitative learning and explorative learning and also significance coefficient between variables of explorative learning and knowledge transference is 42.224 and 2.331. therefore it can be concluded that explorative learning plays mediating role in this relation. Degree of indirect effect of exploitative learning on knowledge transference through explorative learning is 0.440. Also result of this test showed amount of standard direction coefficient between variables of explorative learning and knowledge transference with modification of variable of absorptive capacity was 0.275 that showed modification of relation of explorative learning on knowledge transference through variable of absorptive capacity. Therefore with 95 percent certainty we can accept absorptive capacity plays modifying role.

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## **EFFECT OF QUALITY OF INTERNET BANK SERVICES ON BRAND EQUITY: CASE STUDY OF MASKAN BANK IN RASHT CITY**

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**Abstract.** The goal of this study is assessment of the effect of internet bank services quality on brand equity. Current research is descriptive and regarding goal it is applied one. Regarding data collection it is counted a survey study. Tool of data collection in this research is questionnaire that includes 35 questions for assessing the whole variables of research. For assessing variables, likert 5 item spectrums are used. Validity of questionnaire was considered and approved by viewpoint of professors and experts and its reliability was approved by using cronbach alpha. Statistical society of research are all real customers of Maskan bank in Rasht city that has account in Maskan bank and use internet bank services for three years since the beginning of 2015 to the end of December in 2017. Sampling in current research was chosen through available improbable method. For analyzing data, partial least square method was used by using SMART PLS 2 software. Result showed that quality of presenting and output quality has meaningful effect on reliance and customer satisfaction. Also reliance and satisfaction have meaningful effect on customer's loyalty and finally loyalty has meaningful effect on brand equity

**Keywords:** Brand Equity, Service quality, Internet bank, Structural equation modeling

**Introduction.** In current competitive environment most researchers believe that a brand is an important part of a business and conform assets of an institution and most businesses tend to learning how to make a successful brand. One necessities of making a strong brand is identification of each factors creating brand equity (Soleimani, 2010). Nowadays many organizations believed that one of their most valuable assets is brands of products and their services. In current complicated and challenging world all of us as personal or as a manager of business face increasing choices or reducing time for making decision and choosing. Therefore capabilities of brands in